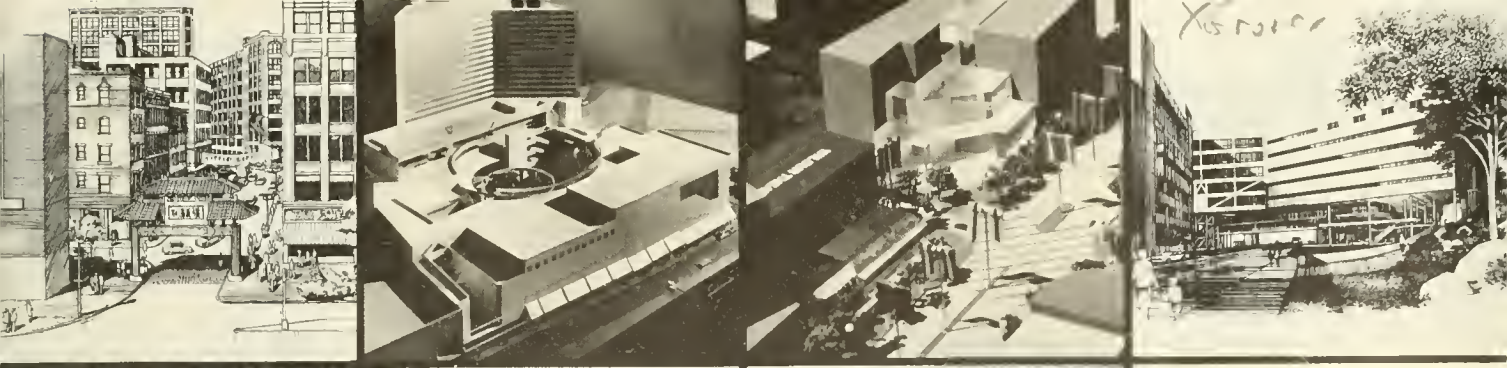

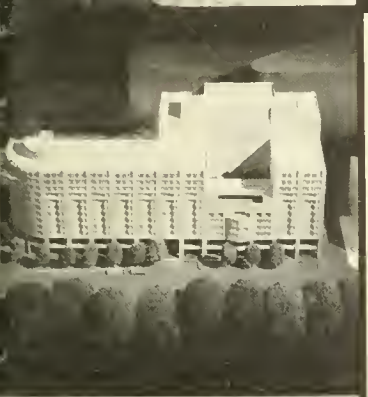

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# CENTER CITY: GOALS & GUIDELINES FOR REVITALIZATION

# Boston

June, 1982

For the past decade, the City of Boston has been implementing a planning and investment strategy for the Lower Washington Street area, which is critically located between the expanding Downtown Crossing/Lafayette Place retail district and the emerging Park Plaza renewal area. Lower Washington Street offers the potential location to accommodate our unprecedented economic growth and continuing demand for new residential and office development. Additionally, to meet the City's goals and unique requirements for Chinatown and the Theater District, we are intensifying our efforts to attract development to Parcel 31, traditionally identified as the "hinge block" linking downtown Boston with the Back Bay. The concept of a media production facility, as part of this development concept, will further enhance Boston's national position as a high technology center along with new employment possibilities and cultural expression for the City's residents.

The Center City Task Force Report represents an important forward step for the future of Lower Washington Street. The partnership that has been forged between the Greater Boston Chamber of Commerce and the City to create this document is indicative of the united effort that is needed to create a new and dynamic urban environment for this area. I can think of no other section of our City where such diverse interests are focused -- neighborhood, cultural, retail, office and medical -- and where the commitment for revitalization is being so actively demonstrated.

I look forward to continued cooperation with all these interests, in the spirit of the Center City Task Force, as we proceed to reach the successful fulfillment of our mutual goals.

Sincerely,

Kevin H. White

Kevin H. White
Mayor

**Kevin H. White, Mayor** / OFFICE OF THE MAYOR / Boston City Hall / City Hall Plaza 02201

Greater Boston
Chamber of Commerce

June, 1982

Under the auspices of its BOSTON 2000 Committee, the Greater Boston Chamber of Commerce in the winter, 1980, convened a series of meetings with representatives of the public and private sectors, as well as community groups and associations, concerned about the economic and physical revitalization of the Lower Washington Street area.

As a result of these discussions, a special Task Force was established by the Chamber to bring together the diverse interests in the Lower Washington Street area in order to identify common concerns and goals for development, along with the kinds of land uses that should be encouraged.

This report represents both Task Force discussions, and reviews of numerous earlier B.R.A. planning studies as well as projects underway, planned or proposed for the area. It reflects a consensus among Task Force participants—including representatives of the area's major interest groups on behalf of their constituencies — as to the goals and strategies all would like to establish to ensure the area's economic and physical vitality.

The document is but a first step in a continuing public/private sector and community effort to help the area realize its unique potential as an exciting multi-use community. It is intended, as well, to serve as a beginning guide for both public and private actions.

The Lower Washington Street area, which we are currently calling Center City, affords Boston an uncommon planning and development challenge. The Center City Task Force, along with the Greater Boston Chamber of Commerce, wishes to express its willingness not only to support much-needed public sector efforts to undertake area development and marketing plans, but also to work along with real estate, development and community interests to create a renewed and vital center of the City.

We welcome your thoughts on this report and your comments about what type of growth will best serve the Center City area and its people.

Sincerely,

James L. Sullivan
President

# INTRODUCTION

The estimated one billion dollars in development activity presently underway in Boston is having a profound effect on the Center City area. While the 1960's, reflecting national trends, saw the departure of several major department stores and a general disinvestment in Center City, the 1980's are bringing a dramatic transformation of this area which is located in the heart of Boston's urban core.

Presently, Center City is experiencing tremendous and diverse investment exemplified in such new projects as the State Transportation Building, Lafayette Place, the U.S. Department of Agriculture's Nutrition Research Center and the New England Medical Center's Boston Floating Hospital. (See Map). Building rehabilitation is equally strong with some 400,000 square feet of renewed commercial/office and cultural space. Redevelopment of historic or architecturally-significant structures such as the Walker Building, Colonial Office Building, Metropolitan Center, Lane Bryant Building, Opera House and the Boylston Building represent a strong trend for building rehabilitation. Each of these projects represent the renewed development interest in Center City, as well as reflect the unique character of the area as a retail, hotel, cultural, residential and medical center for the City of Boston.

The area's attributes to attract investment are numerous. Located at the juncture linking downton Boston to Park Square and the Back Bay as well as to Government Center and Faneuil Hall, Center City is also in close proximity to the City's major financial, insurance and commercial institutions. Its diverse economic activity and urban amenities draw people to the area not only from within the City but also from the metropolitan region of 3 million people and all of New England.

For example, the area's legitimate theaters attracted an estimated 1.9 million patrons who spent over $30 million in the City during the 1980-81 theater season. Each year, more than a quarter of a million people from outside the area are drawn to it by the programs and services of the New England Medical Center. In addition, the South Cove Community Health Center, one of four Asian health centers in the United States, served 45,000 individuals from Boston and the New England area through its outpatient facilities.

Boston's primary retail activity is clustered in the area along Washington Street offering a wide variety of merchandise, and including the City's two major department stores with some 230 other retail establishments. Estimated 1982 total retail sales in the area is $686 million.

In 1978, the City of Boston, in coooperation with area merchants, installed a variety of public improvements, including a pedestrian mall known as Downtown Crossing, to create a special ambiance and image for this central retail area. This continuing program of new public improvements, maintenance and marketing has done much to leverage new investment, including the $150 million Lafayette Place retail/hotel and parking complex now under construction.

Increasingly during the 1970's and 80's, downtown Boston has become an attractive location for residential development. It is estimated that the City's dowtown residential population increased from 46,872 in 1970 to 61,200 in 1980. Bay Village and Chinatown located in the Center City area represent the two largest concentrations of this downtown residential population.

Finally, BRA parcels 30, 31, 32 and C-4 in Center City are several of the few remaining large development tracts in central Boston. All the above combine to make Center City one of the most positive investment areas in Boston. The Center City Task Force recognized, however, that a public/private effort was needed to maintain the current momentum of development activity and ensure continued positive growth, especially in the area bounded by the Park Plaza Project, Chinatown, Lafayette Place and the Theater District which contains elements of Boston's Adult Entertainment District characterized by numerous open parking lots and many handsome but underutilized buildings.

Since the days of massive urban renewal projects are over, and federal and local resources are diminishing, revitalization of Center City will depend upon this strong partnership between the City, Boston's business community and community groups and associations. This document is intended to define that course of action and work towards building a positive environment for all those who choose to live, work, visit or invest in the Center City area.

1. STATE TRANSPORTATION BUILDING
   $90 million investment
   515,000 s.f. office space
   50,000 s.f. ground-level commercial
   330 car garage
   2,250 jobs

2. METROPOLITAN CENTER
   $6 million restoration
   4,200 seat theater
   126 jobs

3. U.S. DEPT. OF AGRICULTURE NUTRITION RESEARCH CENTER
   $20 million investment
   200,000 s.f. for medical research
   300 jobs

4. BOSTON FLOATING HOSPITAL (N.E. Medical Center)
   $55 million investment
   283,000 s.f./96 bed pediatrics facility
   200 jobs

5. BOYLSTON BUILDING
   $6 million investment
   100,000 s.f. commercial space
   300 jobs

6. OPERA HOUSE
   $7.5 million restoration
   2,600 seat theater
   220 jobs

7. WILBUR THEATER
   $600,000 restoration ($1.7 million total proposed)
   1,200 seat theater
   8,000 s.f. restaurant
   53 jobs

8. LAFAYETTE PLACE
   $167 million investment
   500 room hotel; 1,050 car garage
   300,000 s.f. retail space
   714 jobs

9. BRADFORD TOWERS EAST & WEST
   $20 million investment
   231 units of housing

10. QUINCY SCHOOL
    $1 million restoration
    language school, social service agency, offices and facilities for cultural and family associations
    82 jobs

11. FOUR SEASONS HOTEL AND CONDOMINIUM
    $85 million investment
    290-room hotel and 100 condominiums
    300 jobs

12. SHUBERT THEATER
    $1.5 million restoration
    1,500 seat theater
    45 jobs

POTENTIAL DEVELOPMENT SITES

13. PARCEL 30 (BRA Planning Parcel)
    175,00 s.f. for a mixed-use development to include office, housing and retail

14. PARCEL 31 (Urban Renewal Parcel)
    180,000 s.f. for a mixed-use development to include:
    600,000 s.f. office
    220 units of housing
    40,000 s.f. telecommunications, media production center
    500 car parking garage

15. PARCEL 32 (BRA Planning Parcel)
    16,000 s.f. for housing

16. PARCEL C-4 (Urban Renewal Parcel)
    35,000 s.f. for commercial/office development

# MAJOR RECENT DEVELOPMENT ACTIVITY IN CENTER CITY

# DEVELOPMENT CONSIDERATIONS

*Along with all its development potential, revitalization of the Center City area raises a number of considerations to which land-use and ultimate growth strategies must respond. The challenge facing the City of Boston, private sector and community is to guide change and growth in Center City in a manner which will capitalize on the area's economic potential while at the same time enhance its existing diversity of uses. The following major considerations have been identified as critical to realizing the area's positive development:*

**ECONOMIC DEVELOPMENT:** The need to strenghten the area's economic base by attracting investment is of prime importance. Private investment must take place at a level which will increase the number and diversity of jobs, and result in additional housing stock. Land uses must enhance and support the area's existing residential communities and employment base.

**NEIGHBORHOOD PRESERVATION AND GROWTH:** The stability and integrity of the area's existing Chinatown and Bay Village neighborhoods must be preserved. In addition, the geographic location of Center City makes it attractive for the creation of new housing units throughout the area. An increased residential base will lend stability to the area as a whole and promote a general upgrading of the area with a corresponding increase in such services as police protection, street cleaning and the like.

**COMMERCIAL DEVELOPMENT:** The competitive impact of developments surrounding Center City, such as North Station and Copley Place, demand that the area be reinforced as the center of the metropolitan area's retail activity. Encouragement of additional major retail activities in Boston, therefore, should be assessed in light of the desire to maintain the Downtown Crossing as the City's traditional retail center.

**CULTURAL DEVELOPMENT:** Center City, with its eight operating theaters, is recognized as the center of New England's performing arts community. Efforts, therefore, must be made to support the continued renovation of operating theaters as well as foster the rehabilitation of existing un- or under-utilized theater buildings. In addition, mechanisms must be found to support the creation of a strong locally-based performing arts industry.

PRESERVATION AND RE-USE:

The current trends to restore and re-use buildings of historic or architectural significance in the area should be encouraged to continue. Federal tax incentives, and initiatives such as the City's C.A.R.D. program must be coupled with private sector initiatives to maximize the market potential of these buildings.

MARKETING:

The public and private sectors must build upon the marketing efforts underway by the Downtown Crossing Association and Theater District Association to promote the unique attributes of the Center City area. Any marketing efforts associated with the opening of new development projects in the area should reflect the positive changes underway. As the goals discussed in this report are met, promotion of the area to both the general public and media as a safe, stable and growing urban center is a pre-requisite to attract increased numbers of theater patrons, shoppers, and residents.

# DEVELOPMENT GOALS

1) Promote increased capital investment in the area.

2) Maintain and increase the number and diversity of job opportunities.

3) Encourage an enlarged residential base through the creation of all levels of additional housing.

4) Promote the area as the city's major retail core, a major medical center, and New England's primary cultural center.

5) Upgrade and maintain the public environment.

# DEVELOPMENT GOALS WITH GUIDELINES

## 1) Promote increased capital investment in the area.

*Over $350 million in capital investment is planned or underway in the Center City area. There remain, however, significant pockets of disinvestment characterized by vacant lots, incompatible uses, or un-/under-utilized buildings. These sites and buildings represent some of the best locations in downtown Boston for small or large-scale development projects.*

Special efforts should be made by the City, private sector and community groups and associations to promote investment in the following locations within Center City: Parcel 30, Parcel 31, Parcel 32, and Parcel C-4.

Mixed-use development should be encouraged in these land parcels, and where appropriate, within individual buildings. Development in this manner is essential in order to meet the diverse needs of the area as well as to generate a stable base of 18-hour activity — an essential component for safety and security.

The potential for overseas investment in Chinatown should be explored and encouraged as one means of attracting new sources of capital to the area.

Further hotel development, at present is *not* desirable in Center City given the adequate base of rooms created by the new construction of the Intercontinental Hotel at Lafayette Place and Four Seasons Hotel in Park Plaza, as well as existing hotels adjacent to Center City.

## 2) Maintain and increase the number and diversity of job opportunities.

*The area's potential for employment growth and maintenance will depend upon support for the existing diversity of employment generators and the need to take advantage of the projected growth in the medical/research, service-related, and telecommunications fields.*

A diversity of jobs at all levels is necessary to meet the needs of the City as a whole and Chinatown's population, in particular, in order to ensure the stability of that community. The most desirable mix of jobs for the Center City area, therefore, is the following:

retail/restaurant/service-related
light manufacturing/production
medical/research
office/commercial
cultural/telecommunications.

Health care has been the fastest growing sector of Boston's economy for almost twenty years and, at present, represents the single largest source of employment in Center City. As the health sector represents one of the best opportunities for expanding the number of entry-level jobs as well as higher-level positions in the area, special attention should be given to well-considered development of this facet of Center City's employment base. Such development should be pursued within the framework of an orderly plan, such as the economic impact study now being assembled by the New England Medical Center. Such plans should outline the course of future development and the anticipated employment needs that will be created.

While the garment industry nationally has been shrinking, the industry is the second largest employer in Center City. There may be an opportunity to maintain this industry as a viable segment of the City's economy through adaption of new technology. However, this will require new cooperative efforts between the City's public and private sectors and industry representatives.

The timing of further development of property in Center City which is primarily used for garment industry-related activities should be weighed against issues such as job displacement; alternative, preferable locations for the industry; and other desirable employment opportunities for its employees and/or desirable uses for garment industry-related properties. Decisions affecting the future tenancy of the industry should be reviewed carefully by the public and private sectors.

The private sector must take the initiative in providing employment for the Chinese community. Any major area employer, therefore, should establish formal and permanent liaisons through their Personnel Department with representatives of the Chinese community (the Chinese American Civic Association, for example) to engender increased job opportunities.

Existing and new area employers, along with the City's Neighborhood Development and Employment Agency (NDEA) and the Boston Private Industry Council, should consider the establishment of a "Jobs Bank" in Center City to recruit and train area and City residents for the anticipated changing employment base.

The existing English-As-A-Second-Language (ESL) programs in Chinatown should be supported so that they are able to meet the needs of a growing Chinese population and the area's evolving employment characteristics, as well as enable the Chinese community to gain entry into non-traditional jobs. Presently, most of the ESL and training programs operating in Chinatown are partially or fully supported through public funds. With diminishing public monies, the private sector should consider the development of initiatives in this regard. Two examples of innovative programs have been operating since 1979 — (1) Electronics, Inc. offers ESL classes to employees free of charge two evenings per week, and (2) the International Ladies Garment Workers Union contracted with an agency in Chinatown to teach English to union members, paying 50% of tuition costs.

## 3) Encourage an enlarged residential base through the creation of all levels of additional housing.

*Over the past several years, over 550 new units of housing have been created in or around Center City. These range from such rehabilitations as the Normandy Hotel and R.H. Stearns building to new developments such as Bradford Towers East and West and condominium units in the Four Seasons Hotel.*

*There are important factors which make Center City suitable for consideration by residential developers: 1) Prime sites for housing exist throughout the area particularly along Tremont and Boylston Streets facing the Boston Common, and locations adjacent to Bay Village and Chinatown; 2) There exists a large stock of sound but obsolete commercial, manufacturing and industrial buildings which can be converted to housing; 3) Numerous under-utilized buildings (those vacant above the first floor) could be rehabilitated to include housing on the upper floors with quality, street-level retail/community service activities; and 4) Center City encompasses portions of both the Park Plaza and South Cove Urban Renewal Projects. Therefore, City of Boston policy encourages expansion of housing stock in these areas.*

Housing opportunities of all types (condo, market-level, rental, and subsidized units) are appropriate land uses and can be accommodated in the Center City area. A strengthened and diversified residential base will promote general area safety by expanding the number of hours of daily activity and providing the basis for an enlarged service/retail sector.

The two existing residential sectors of the area — Bay Village and Chinatown — are fulfilling a need for in-town living. These communities, however, are competing with other land uses to maintain their residential components. The retention and enlargement of housing opportunities within Center City is a primary concern in order to maintain the integrity of these communities. Therefore, new residential development proposals should be reviewed so as to respond to the need to maintain — and increase, when feasible — low and moderate-income housing in these areas.

Those areas of Center City which seem most appropriate for the further development of housing include:

* Piano Row — along Boylston Street and Tremont Street facing the Boston Common.
* BRA Parcel 32 — adjacent to Tremont on the Common and facing the Boston Common.
* BRA Parcel 31 — this proposed mixed-use development should include housing as a complimentary component.
* Chinatown — many under-utilized buildings adjacent to this area should be converted to residential use in addition to the remaining BRA-owned parcels.

## 4) Promote the area as the city's major retail core, a major medical center, and New England's primary cultural center.

*The continued growth of both the Downtown Crossing and Theater District should be facilitated by maintaining and upgrading these areas. Of special importance is a balanced retail and restaurant mix along the area's major throughfares (particularly Washington, Tremont and Stuart Streets) which will contribute to the desired street atmosphere and attract pedestrians especially during evening hours.*

Retail development should be of three types: activities which service the regional market; activities which service the existing and growing residential community; and activities which are tourist-related.

Lafayette Place is essential to strengthen the Downtown Crossing's retail base and as a link to, and transition between, the retail area and Theater District. The successful completion of Lafayette Place will provide a much-needed critical mass of economic activity and public useage for Center City.

Washington Street from Government Center to the Theater District should be strengthened as the major retail corridor in the City. Ground floor utilization should consist of quality retail and restaurant facilities. The expansion of fast food establishments should be discouraged.

Rehabilitation or construction of new buildings on the so-called "ladder streets" (Winter, Temple and West) should include ground-floor retail and restaurant activities. In addition, any development of the former Kennedy's site should include ground-level retail with upper-level uses that will support and strengthen the area's retail base.

Recent market studies, and the unique characteristics of the theater industry, itself, indicate that a strong need exists for additional restaurant, clubs and service outlets in the Theater District.

Economic activities and land uses o*ther than the theater* must be integrated into the overall development of the Theater District which will attract people to the area during the 13-hours per day of non-theater usage. For example, the presence of the New England Medical Center and the South Cove Community Health Center exerts a strong, positive influence in that they annually attract over 280,000 patients and visitors to the Center City area. Combined with the Medical Center's more than 4,000 employees, these people represent a sizeable and still-growing potential market for area retail, restaurant, and theater establishments.

Adequate maintenance, increased public safety, additional well-lighted and patrolled parking facilities, and safe and attractive public transit stations are critical to the growth of patronage in the retail, cultural and medical areas.

The Boston Theater District Association, theater management, and the City's hotel, restaurant and tourist industry should continue to develop and promote a *coordinated* marketing effort to attract both productions and patronage for the local theaters.

# 5) Upgrade and maintain the public environment.

*Improving the area's aesthetic quality and physical amenities is essential to encourage high quality development and use. A strong and inviting pedestrian environment incorporating landscaping and open space should be created. A circulation system with special attention to the area's edges and entrances should be promoted along with improved commuter access to, and parking arrangements for, Center City. Infrastructure must keep pace with new area development so as not to be disruptive. Finally, the delivery of City services which will ensure public safety and clean streets is a necessity.*

Building design, use, and rehabilitation along Tremont and Boylston Streets should be sensitive to their proximity to Boston Common and should reinforce the ambience created by this major public amenity. Building scale and density are especially important concerns in this area.

Washington Street is the most appropriate site for high-rise development. However, shadow and wind impacts should be closely assessed; and building massing and orientation should be designed to minimize shadows on open spaces, boulevards and public areas.

The rehabilitation and maintenance of building facades which have historic or architectural significance should be encouraged. New developments, particularly those fronting on open or public spaces, should be designed with articulated building facades and rooflines to prevent blank and uninteresting walls. Active ground-floor uses should be developed along with transparency in building facade to enliven and interact with the pedestrian environment.

Specialized public amenities as envisioned in the 1979 plan prepared for the City of Boston should be encouraged for all plazas and sidewalks.

Decorative paving (such as brick or granite), specialized street lighting, and creative and consistent graphics are appropriate for Center City. The present condition of excessive and non-conforming signage should be remedied, and adherence to the City's sign code should be enforced.

Open space in the area should be encouraged through development of pocket parks, courtyards and outdoor seating and, where feasible, incorporated into new development. Large-scale plazas in the area are *not* desirable. Small scale plazas with outdoors cafes, street vending, retail marketing and outdoor exhibitions should be considered for Center City.

Buildings and private open space within individual development parcels should be arranged so that they contribute to a unified plan for area-wide development and open space. Seating areas, shade and flowering trees, information kiosks, exhibition areas or other public amenities should be provided in all plazas.

Proposals for large-scale development must be assessed as to their impacts on the road system, public services and the like. Infra-structure improvements for the area should encompass street and pedestrian circulation easements.

Street and sidewalk reconstruction as required in the Park Plaza Urban Renewal Plan and in the next phase of Downtown Crossing should be rapidly designed and brought to execution by the City using State and other public funds. Private developer resources should be coupled with the necessary public sector initiatives based upon a joint promise of cooperation.

Larger scale roadway and utility improvements must remain the responsibility of public agencies (BRA, Public Works Department, Water and Sewer Commission, etc.) which possess the broad public purpose and skills to coordinate such ventures. However, the private sector should consider joining with the public sector in such projects as designing and constructing component parts of the plan — sidewalks, plazas, mini-plazas, kiosks, subway entrances and the like. Maintenance of such components might also become private sector responsibilities, each coordinated as a coherent whole.

New development should accommodate its own parking needs. Given federal environmental regulations, this in the only manner through which additional parking can be accommodated in the Center City area and be consistent with federal EPA guidelines.

Surface parking lots are *not* desirable for the area and should be discouraged. Underground parking facilities should be encouraged, or if above ground in a manner that is visually integrated into a project but not at street level. Long-term commuter parking should be developed near South Station.

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Subway stops should be designed so as to be integrated into new development. Pedestrian paths in new projects should only be encouraged when they connect to and reinforce the activities on existing public sidewalks.

Refuse storage and service docks should be centralized and/or screened from view of all public ways and open spaces. Rubbish collection should be required on a daily basis and public health laws must be enforced.

A concerted public and private sector effort must be made to improve the area's safety for visitors and residents. The very significant actions of the Downtown Crossing Association, Theater District Association, Chinese Consolidated Benevolent Association, and Bay Village Neighborhood Association in providing private security and rubbish collection should be supplemented by other public and private action.

# REALIZING AREA REVITALIZATION — THE ROLES OF THE PUBLIC AND PRIVATE SECTORS

*The preceding definition of goals and guidelines for Center City marks a new beginning of public, private and community discussion and action to stimulate the area's revitalization. The on-going participation of all major public, private and community constituencies will be required to structure thoughtful and positive Center City change and strongly influence the course of private investment.*

*The following reflects the roles and responsibilities each sector has agreed to assume in order to ensure positive growth and to support the present development momentum in Center City.*

## THE PUBLIC SECTOR — CITY OF BOSTON

1) Make provisions for the delivery of adequate fire, police, maintenance and similar public services to the area.

2) Prepare and review with the Task Force, at the earliest possible opportunity, all guidelines and criteria established by the City for development of Center City's major parcels.

3) Undertake and implement development plans for the area's major parcels as a means of guiding necessary public and private investment, public actions (such as the establishment of development controls, tax policies); and as a policy statement of the City's interest.

4) Apply all the development tools at its disposal (CARD, urban renewal, federal UDAG and FHWA urban systems funds, and tax foreclosures on delinquent properties) to assist private sector development efforts.

5) Provide incentives, beyond in lieu of tax agreements, to encourage area development. Such incentives might include: development trade-offs, long-term leasing, pre-negotiated property assessment during construction phase, zoning incentives and the like.

6) Continue to seek out and commit funds to continue the capital improvement program and the installation of public amenities within Center City.

7) Develop a marketing strategy for the area along with private sector interests and ensure its implementation.

## THE PRIVATE SECTOR—GREATER BOSTON CHAMBER OF COMMERCE

1) Undertake and fund cooperatively with the City of Boston architectural guidelines for, and the development of, Parcel 31.

2) Review any public sector development policies or guidelines developed for the area, particularly relating to the area's major publicly-owned land parcels.

3) Work with the City of Boston to structure a Housing Financing Strategy which brings together the BRA's Central Boston Policy Plan and the Chamber's Housing Task Force recommendations in order to create additional housing in the Center City area.

4) Continue to meet with, and keep informed, all segments of the community on planning activities being undertaken; secure participation in the planning process by this community, and encourage, when appropriate, the resolution of specific issues.

5) Support the creation of an area employment, training and recruitment program (Area Jobs Bank) under the aegis of NDEA/City of Boston and the Boston Private Industry Council.

6) Explore, along with the public sector, the potential creation and designation of Center City as an "urban amenities zone" which would generate funds to be reinvested in area-wide projects such as security, maintenance, re-paving, and the like.

7) Develop and implement a joint marketing program with the public sector to attract private investment in, and increased usage of, the area.

For further information on this report contact:
Boston Redevelopment Authority, City Hall, 9th Floor, Government Center, Boston, MA. 02201 (617-722-4300).
Greater Boston Chamber of Commerce, 125 High Street, Boston, MA. 02110 (617-426-1250).

Boylston Building photo © 1979, William Owens

# CENTER CITY TASK FORCE

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Joan Wood, President, Park Plaza Civic Advisory Committee

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Glen Hutloff, Chinatown Land and Housing Development Task Force
Timothy McFeeley, Bay Village Neighborhood Association, Inc.
Winnie Tang, Chinese Consolidated Benevolent Association